



BEST
Workplaces
for CommutersSM

Vanpool Programs:

Implementing Commuter Benefits
as One of the Nation's
Best Workplaces for CommutersSM

United States Environmental Protection Agency
Office of Air and Radiation
Updated November 2005

Vanpool Programs

Implementing Commuter Benefits as One of the Nation's Best Workplaces for CommutersSM

- ▶ A vanpool is a group of people who are coming to the same workplace from the same community, riding together in a van. Vanpools typically carry from seven to fifteen passengers, and operate weekdays, traveling between one or two common pick-up locations (typically a park-and-ride lot where a rider may leave his/her car, or a transit station) and the workplace.
- ▶ Vanpool programs can be administered in a variety of ways, allowing the employer to be fully involved or simply promote it from the sidelines.
- ▶ Employers can help employees form vanpools through rideshare matching. Rideshare matching helps potential vanpoolers locate others nearby with similar schedules. Regional rideshare services in most areas allow interested employees to register for matching services directly at no cost. Employers can direct their employees to these free services. Rideshare agencies can also help organize vanpools directly with employees.
- ▶ Employees realize a variety of benefits from vanpooling including cost savings, decreased vehicle wear and tear, time savings in regions with HOV lanes, and the ability to talk, eat, sleep, or read while commuting. Vanpool participants report saving up to \$3,000 or more a year on gas, car maintenance, and wear and tear as well as reduced stress and commuting time. The primary employer advantage is the need for fewer parking spaces; other advantages include less employee stress and improved productivity.
- ▶ Vanpools make sense in many geographic locations, and are particularly well-suited for areas with limited mass transit and long distance commutes. Metropolitan areas with high-occupancy vehicle (HOV) lanes are also particularly well-suited for vanpools since the lanes provide vanpools with the opportunity for substantial time savings over driving alone.
- ▶ Providing vanpool benefits is one of the primary benefits employers participating in Best Workplaces for CommutersSM can offer employees. Employers must offer at least one of three primary benefits to their employees to be recognized as one of the Best Workplaces for CommutersSM (the other two are parking cash out and telework). Under this option, the employer agrees to provide at least \$30 per month in transit or vanpool benefits for any employee (or the full monthly commuting expense if it is less than \$30 per month). (This does not refer to pre-tax. Pre-tax is considered a supporting benefit.)

Best Workplaces for CommutersSM

The National Standard of Excellence for Commuter Benefits

This document is one in a series of briefing papers designed to help employers participating in Best Workplaces for CommutersSM implement commuter benefits.

The U. S. Environmental Protection Agency (EPA) and the U. S. Department of Transportation (DOT) have established a voluntary National Standard of Excellence for employer-provided commuter benefits. Commuter benefits help American workers get to and from work in ways that cut air and global warming pollution, improve public health, increase worker productivity, and reduce expenses and taxes for employers and employees. Employers that agree to meet the National Standard of Excellence are recognized as Best Workplaces for CommutersSM and agree to :

- ▶ Centralize commute options information so that it is easy for employees to access and use
- ▶ Promote the availability of commuter benefits to employees
- ▶ Provide access to an emergency ride home (ERH) program
- ▶ Provide one or more of the following primary commuter benefits:
 - ✓ Vanpool or transit benefits of at least \$30 per month
 - ✓ Parking cash out of at least \$30 per month
 - ✓ Telework program that reduces commute trips by at least 6 percent
 - ✓ Other option proposed by employer and agreed to by EPA. These services must reduce the rate at which employees drive to work alone and be perceived by employees as a significant workplace benefit. Options may include things like vacation time for carpoolers and comprehensive shuttle services
- ▶ Provide three or more of the following additional commuter benefits:
 - ✓ Active membership in a Transportation Management Association (TMA) or similar organization; participation in a regional air quality initiative
 - ✓ Membership in a local ozone awareness program
 - ✓ Ridesharing or carpool matching, either in-house or through a local or regional agency
 - ✓ Pre-tax transit or vanpool benefits
 - ✓ Parking cash out less than \$30 per month or less than 75 percent of the actual parking benefit
 - ✓ Shuttles from transit stations, either employer-provided or through a local agency
 - ✓ Parking at park-and-ride lots or vanpool staging areas
 - ✓ Preferred parking for carpools and vanpools
 - ✓ Reduced parking costs for carpools and vanpools
 - ✓ Employer-run vanpools or subscription bus programs
 - ✓ Employer-assisted vanpools
 - ✓ Secure bicycle parking, showers, and lockers
 - ✓ Electric bicycle recharging stations
 - ✓ Employee commuting awards programs
 - ✓ Discounts/coupons for bicycles and walking shoes
 - ✓ Compressed work schedules
 - ✓ Teleworking
 - ✓ Lunchtime shuttle
 - ✓ Proximate commute (working closer to home)
 - ✓ Incentives to encourage employees to live closer to work
 - ✓ On-site amenities (e.g., convenience mart, dry cleaning, etc.)
 - ✓ Concierge services
 - ✓ Participation/membership in a carsharing program
 - ✓ Other options that you may propose
- ▶ In addition, employers commit to ensuring that within 18 months of applying, at least 14 percent of their employees are not driving alone to work.

Disclaimer

EPA provides this briefing as a service to employers participating in Best Workplaces for Commuters. Information about private service providers is intended for informational purposes and does not imply endorsement by EPA or the federal government.

The information presented here does not constitute official tax guidance or a ruling by the U.S. Government. Taxpayers are urged to consult with the Internal Revenue Service of the U.S. Department of Treasury or a tax professional for specific guidance related to the Federal tax law.

Contents

Vanpool Programs: A Summary	5
Employer Benefits	5
Cost Savings	5
Reduced Need For Parking	6
Tax Considerations	7
Employee Benefits	7
When Vanpool Programs Make Sense	8
Regions with High-Occupancy Vehicle (HOV) Lanes	8
Long Commutes, Outer Suburbs, and Limited Mass Transit	8
Lower Income Workers and High Priced Housing	8
Regions with Existing Vanpool Agencies	9
Implementation Issues and Costs	9
Vanpool Programs: Four Models	9
Insurance Issues	10
Guide To Implementation	10
Employer Questions and Answers	12
How difficult—and costly—is it to administer a vanpool program?	12
What amount of the employee fare should the employer provide?	12
How is vanpool fare determined?	12
What kind of commitment should participants be required to make?	12
Does a vanpool need to provide door-to-door service?	12
What are the responsibilities of the driver? How is the driver selected?	12
What do I do with empty seats on a van?	12
What happens if the regular driver is not available to drive?	12
What is the best way to promote a vanpool program?	13
Employer Case Studies	13
San Antonio, Texas—United States Automobile Association	13
Puget, Sound—The Boeing Company	14
Chevy Chase, Maryland—Geico Direct	14
San Diego California—University of California at San Diego	15
Ann Arbor, Michigan—University of Michigan	15

Services That Support Implementation 16

Rideshare Organizations 16

Local Governments and Transit Agencies 16

Emergency Ride Home Programs 16

Park-And-Ride Lots 16

Associations and Contacts 17

Information Clearinghouses 17

Emissions and Transportation Benefits 17

References and Publications 18

Appendix A: Commuter Assistance Programs 19

Vanpool Programs: A Summary

Vanpooling brings seven to fifteen commuters together in one vehicle, typically a van. One person usually drives and maintains the van, while riders split the expenses. In some cases, companies own and operate the vanpool, offering employees the chance to ride at a reduced rate as a work benefit.

The primary benefits of vanpooling depend on the market segment. In areas with HOV lanes, vanpools allow commuters to bypass traffic jams, providing potentially significant time-savings. For long-distance commuters, vanpools provide a relaxing way to travel, since the passengers have time to read, work, or sleep.

For employers facing a parking shortage, vanpooling can reduce the cost of building additional parking facilities.

There are four primary types of vanpool programs:

- ▶ Owner/operators are individuals who buy/lease a vehicle for vanpooling. Riders generally meet at a central location and pay the owner a set monthly fee. Affordable insurance and adequate coverage are major issues with this group.
- ▶ Employers can buy vehicles for use by their employees. The employer (or a group of employers) organizes the vanpool riders and insures and maintains the vehicles. The employer may charge a fee to ride in the van, and/or subsidize the service.
- ▶ Employers can also lease vehicles for use by their employees. The issues associated with implementation in this scenario are similar to those an employer faces when purchasing vans.
- ▶ Third-party vanpool providers are private organizations (either for-profit or non-profit) that operate vanpool services for commuters, companies, and government agencies. A vanpool vendor leases the vanpool vehicle for a monthly fee that includes the vehicle operating cost, insurance, and maintenance. The vendor can contract directly with one or more employees. The group of users typically pays the monthly lease fee. These operators manage approximately 5,000 vans across the United States. VPSI/Metro Vanpool is the predominant provider, with approximately 3,500 vehicles across 60 cities.

In many regions, rideshare organizations assist employers with recruiting riders, locating park-and-ride lots, and other planning and implementation issues. A list of regional rideshare organizations is available in Appendix A.

Employers may provide their employees with tax-free vanpool benefits or an employee pre-tax deduction program for vanpool expenses. Employers benefit from giving pre-tax or tax-free benefits because those amounts are not subject to payroll taxes (see separate briefing paper on Commuter Tax Benefits).

Employer Benefits

A business can benefit in several ways by offering vanpool services or benefits. Employers can boost employee morale and satisfaction, while decreasing business costs through reductions in payroll taxes and parking needs.

Employees view commuter benefits extremely favorably. Vanpool programs can:

- ▶ Lower employee commute stress and the cost of commuting for employees
- ▶ Provide additional choices to employees
- ▶ Heighten employee appreciation of employer, and
- ▶ Help make benefits plans more employee and environmentally friendly

These positive attributes, in turn, can improve employee morale and make an organization a more desirable place to work, which can:

- ▶ Reduce employee absenteeism
- ▶ Reduce employee turnover
- ▶ Support recruiting and retention goals

Employees who vanpool generally see it as a major benefit.

Cost Savings

On the most basic level, an employer can offer a pre-tax benefit of up to \$105 a month for an employee to use towards a vanpool program. In this case, offering vanpool benefits can be a low-cost way to provide employees with an additional benefit. A vanpool option provides the employer with lower corporate income and payroll taxes, since the employer may deduct the cost of providing the benefit and the amount reserved by an employee on a pre-tax basis from income. Employees also pay less in income taxes and social security taxes.

An employer interested in establishing a company vanpool program, through leasing or purchasing vans will see added costs from the van payments. However, vanpool user fees, if charged, typically cover these costs. Again, a percentage of the user fee can be deducted from pre-tax salary, producing the same reductions in corporate costs and payroll taxes as providing a monthly transit benefit. Employers who subsidize vanpool expenses for their employees can also realize a cost savings in that any amount up to \$105 is not subject to payroll taxes.

Reduced Need for Parking

Reducing the number of employees driving to work can reduce the demand for employee parking. Parking is expensive to build or lease, particularly in urban areas. As a result, vanpools and employer-provided vanpool benefits often provide a low-cost way to avoid the large expense associated with securing additional parking.

Employers can save a substantial amount of money in reducing the number of parking spaces required; one study estimates that annual per space costs vary between \$250 and \$2,100.¹ In fact, 3M in Minneapolis, the acknowledged “father of vanpooling,” started its program in the 1970s in response to a parking shortage, not the energy crisis. (US DOT, 1993)

Unlike parking, which is a long-term decision (leases are typically negotiated on an infrequent basis, and the decision to construct new parking has long-term implications) vanpool benefits can be adjusted immediately.

¹ Victoria Transport Policy Institute, *Online TDM Encyclopedia*, available at <www.vtpi.org/tdm>. Costs are based on land, construction, and operations costs for suburban and urban locations, and for surface, structured, and underground parking.

Tax Considerations

Tax provisions that allow vanpool benefits to be taken as a tax-free fringe benefit offer substantial financial savings to both employers and employees.² Vanpool benefits may be provided tax-free to employees up to \$105 per month, or \$1260 per year. Tax benefits accrue to businesses and employees whether the employer pays for the benefits or the employee pays for it through a pre-tax salary deduction, as shown in Table 1.

According to tax law, a vanpool is considered a “commuter highway vehicle,” and must meet the following criteria to qualify as a qualified transportation fringe benefit:

- 1) seats at least six adults (not including the driver), and
- 2) at least 80 percent of the mileage use can reasonably be expected to be for transporting employees between their homes and workplace, with employees occupying at least one-half of the vehicle's seats (not including the driver's).

Many states provide further tax incentives and/or subsidies promoting employer established vanpool programs. New Jersey offers a statewide Vanpool Sponsorship Program that provides a financial incentive for vanpooling in areas where public transportation is not available. Each vanpool group is eligible for \$150 per month of sponsorship support. In Washington state, tax credits are given to employers who participate in commute trip reduction programs. The credit is equal to one half of the financial incentive paid to each participating employee (Winters and Cleland, undated). In Oregon, employers can get a tax credit for purchasing vehi-

cles for vanpooling. Under the Business Energy Tax Credit, an employer can receive a tax credit of 35 percent of eligible project costs, taken over a period of five years.

Employee Benefits

Vanpools can result in substantial benefits for employees, including increased comfort, reduced stress, and time-savings. A reduction in commuting costs is also a major benefit to employees. Although many commuters don't realize it, per mile costs for driving alone are generally far higher than for vanpooling.

According to the American Automobile Association, the average cost of driving a new passenger car in 2004 was 56.2 cents per mile. This includes depreciation, insurance, fuel, maintenance and finance charges based on a five-year loan. This estimate covers both fixed and variable costs, but does not include taxes, parking, bridge tolls, etc. If vanpooling allows the employee to own one less car the costs savings are substantially higher.³

If an employee has 40-mile round-trip commute at 56.2 cents per mile:⁴

- ▶ The daily commute cost would be \$22.48
- ▶ The monthly commute would be \$449.60
- ▶ The annual commute would be \$5,395.20

RIDES for Bay Area Commuters estimates that the cost per mile to a vanpool rider is an average of five to nine cents per

Table 1: Tax Savings for Employers and Employees

Option	Employer Tax Benefit	Employee Tax Benefit
Employers give their employees up to \$105/month to commute via vanpools	Employer receives tax deduction - Employer can deduct cost of benefit from corporate income for purposes of calculating corporate income taxes.	Employee receives up to \$105/month-tax-free. The employee does not pay any taxes on the value of the benefit.
Employers allow employees to use pre-tax income to pay for vanpooling	Employer saves on payroll taxes (at least 7.65% savings) - No payroll taxes are paid on the income that is set aside by the employee.	Employee saves on income tax and payroll taxes - The amount of income set aside for vanpooling (up to \$105/month) is no longer treated as taxable salary.

² Employers should review with their tax advisor the tax implications for themselves and their employees.

³ Las Vegas. April 8, 2004-This year AAA has revised its methodology for calculating driving costs to better reflect the average AAA member's use of a vehicle over 5 years and 75,000 miles of ownership.

⁴ Calculations used assume a 20-workday month and 240 workday year.

mile depending on length of the roundtrip. In the above example, with a 40-mile round-trip commute and a per-mile cost of seven cents:

- ▶ The daily commute cost would be \$2.80
- ▶ The monthly commute would be \$56.00
- ▶ The annual commute would be \$672.00
- In this scenario, vanpooling results in an annual savings of more than \$2,800 over driving alone.

Vanpool passengers may also be eligible to receive additional benefits depending on the city and state in which they live. For example, Contra Costa County, California offers a \$1,000 bonus to groups that can keep a vanpool running for a year. Massachusetts provides discounts on personal auto insurance to vanpoolers. Every month, each qualified passenger on the van receives a pass signifying vanpool participation for that month. By collecting 11 consecutive monthly passes during a policy year, a vanpool passenger can claim a 10 percent discount on property damage and collision coverage (up to \$75) at the beginning of a policy year. Massachusetts also offers free license plates and registration to vanpools.

When Vanpool Benefits Make Sense

Vanpool programs can be established or sponsored by any employer with a commuting workforce. Typically the programs are most cost effective and beneficial for companies employing more than 50 workers where some of the employees travel upwards of ten miles one way from residence to the workplace (Winters, Cleland, “Vanpool Pricing and Financing Guide,” undated). Some rideshare organizations recommend that only employees with commutes of more than 20 miles one-way will benefit from vanpooling.

Regions with High-Occupancy Vehicle (HOV) Lanes

In areas with high-occupancy vehicle (HOV) lanes, vanpools are especially valuable for their ability to bypass congestion, saving commuters significant time. Depending on the length of the commute and the amount of congestion bypassed, using the HOV lanes may save 15 to 30 minutes each way.

Long Commutes, Outer Suburbs, and Limited Mass Transit

Employees with long commutes (20 miles or more each way) are the most likely to be interested in vanpools as a way to reduce the stress of long-distance commuting. By vanpooling, these employees can put their time commuting to use reading, catching up on sleep, or simply relaxing.

For employees in areas where mass transit is limited, sharing rides is the major alternative to driving alone. If many of these employees live near each other or along a particular corridor, vanpools become an easy and effective solution. Through cooperation with other nearby businesses, employers can virtually establish a transit system for their employees.

Some employers have found that instituting a vanpool program in conjunction with a move to a suburban location has assisted with retaining employees who might otherwise be put off by the long commute.

Lower Income Workers and High Priced Housing

Vanpools can work particularly well for employers with a large percentage of lower income workers. In resort towns, for example, the cost of living may be too high for many workers to live close to work, resulting in a limited pool of workers nearby. Vanpools can solve problems for both employers and employees.

For example, businesses in the western Florida gulf coast resort communities of Destin and South Walton had difficulty attracting and retaining service employees, especially during the tourist season. Restaurants, hotels, and stores along the coast needed workers, but potential employees could not afford the area's increasingly high-cost housing. Many workers who do accept positions have commutes of an hour or more. Workers also tended to lack reliable transportation, and turnover and absenteeism were high.

Area businesses formed a task force and decided that a vanpool system would offer a good compromise between reliability and flexibility at a reasonable cost. Organizers also recognized that vanpools would improve parking availability, solving a problem caused by the growth of tourism along the popular beaches of northwest Florida--the increasing number of vehicles streaming through the area during the summer season. (Association for Commuter Transportation 1997)

AAA estimates the average new car will depreciate \$3,782 per year of ownership. Full insurance coverage is estimated to average \$1,603 per year. Owners will pay about \$975 per year for fuel. Maintenance is estimated to cost \$915 per year, and finance charges are \$741 based on a 5 year loan at 6% with a 10% downpayment. Based on a composite national average of three domestically built 2004 cars—subcompact Chevrolet, Cavalier LS, mid-size Ford Taurus SEL Deluxe and a full-size Mercury Grand Marquis LS.

Regions with Existing Vanpool Agencies

Many regions and urban centers around the nation already have successful third-party vanpool providers. The third-party provider can help interested employers develop a program tailored to their needs.

Vanpooling is often well suited for large employers, since they are most likely to have a sufficient number of employees to form vanpools. Smaller employers, however, may be able to join together through a business association or regional vanpool agency to develop vanpools.

Employees at small businesses also may be able to fill slots in existing vanpools serving larger employers located nearby.

Implementation and Costs

Administrative issues generally pose only a short-lived challenge during the early stages of program implementation, but may be a potentially significant perceived barrier. Employers can, however, seek assistance in many of these issues from rideshare organizations.

Costs will vary depending on which of the four vanpool models an employer implements, but a vanpool program can often be provided at relatively low cost and with relatively little administrative burden, whether the employer or employee pays. If the company runs the program, incoming lease funds and/or tax credits can actually lower a company's total tax bill.

Vanpool Programs: Four Models

The monthly cost of a vanpool will vary depending on the choice of vendor, the choice of vehicle, the number of riders, and the total miles a group travels daily. One of the most important choices is selecting the form of vanpool program. The following sections review the primary choices and related costs and issues.

Owner-Operator Vans

An employee buys a van and administers all aspects of van operation, including maintenance and insurance, entirely on his or her own. Employer involvement is virtually nonexistent. Rideshare organizations can sometimes provide support and assistance. Costs to the employer will vary in relation to vanpool type. A number of regions have seen increasing

demand for vanpool programs over the past few years. The Puget Sound Region has seen more than a 60 percent increase in vanpooling since 1995. (WSDOT, 2000)

Employer-Purchased Vans

A company buys vans and administers the entire program, covering costs by collecting fares from riders. This option offers the greatest control over program policies. The biggest investment is buying the vans. Overall costs can be lower than those of any other type of vanpool program, allowing for savings to be passed on to riders in lower fares, and increasing ridership. However, many employers have moved away from this option because of the financial and time obligations of running the program.

Employer-Leased Vans

A company leases vans and administers either the entire program, some of the program, or none of the program, depending on the terms of the lease. Employer-leased vans are the next step down on the involvement scale from owning the vehicles. Costs will be higher to cover finance charges and overhead expenses of the vendor. However, leases help avoid having a fleet of depreciated vans if vanpool ridership declines. In many cases the leasing entity is responsible for maintenance and upkeep of the vans, which again reduces employer responsibility and costs. The increased cost is generally minimal. The lease cost for a van is typically about \$1,200 to \$3000 a month, depending on dealer incentives, not including gas. Leases are generally based on monthly mileage.

Employee-Leased Vans

An employee group leases a van from a third-party vanpool vendor and pays fares directly to the vendor. The employer helps by promoting the vanpool and referring employees; rideshare organizations can also perform these functions. Employee monthly leased vans are popular among employers because all financial and legal obligations are between the employees and the van vendor. However, such arrangements may entail monthly administrative fees.

In theory the employer is not required to get involved. However, if the employer supports the vanpool program through promotions, employee referrals and even fare subsidies, it is more likely to see—and keep—vans on the road.

Insurance Issues

It is important that vanpools be covered by adequate insurance, and that employers ensure that their policies are appropriate to the type of vanpool. The two types of insurance are described briefly below.

Employer-Sponsored Pools

There are many levels of employer involvement in rideshare programs, and the type of coverage needed necessarily depends on the scope of employer involvement. For employer-facilitated programs in which an employer encourages the formation of carpools and vanpools by providing

nominal incentives and the means for employees to vanpool, liability exposure should be remote. Insurers do not normally provide policies specifically covering this type of activity, and many employers feel that their comprehensive general liability policies should provide adequate coverage.

On the other hand, for companies that own, lease, operate, and maintain vanpools for their employees, fleet insurance is essential. For especially large companies, a group of vanpools may compose a small part of an overall fleet insurance program. Coverage should be less expensive in this case.

Third-Party Providers

Companies or individuals that lease a van from a third party can usually obtain insurance coverage through the lessor. VPSI, Inc., for example, offers comprehensive coverage with no deductible as an optional part of its package to lessees. Thus, the monthly cost to riders in a VPSI vanpool includes the cost of insuring the vehicle.

VPSI screens potential drivers' records, and rather than charging a higher rate for drivers who appear to be bad risks, VPSI simply will not approve such individuals as drivers. The portion of the total lease cost attributable exclusively to insurance costs is difficult to determine. Any large company with an existing fleet policy will likely be able to obtain insurance for leased or owned vanpools at rates below what would normally be paid for a commercial policy (Leibson and Penner, 1994).⁴

Rideshare Matching

One of the most important needs in setting up a vanpool program is matching potential vanpool riders. Many regions have

rideshare programs whose main function is to match potential car and vanpoolers with rideshare partners. Depending on the size of the employer, rideshare organizations can specifically match only employees of that company, or employees of several companies located near each other. See the Appendix for a list of regional rideshare organizations.

Guide to Implementation

An employer interested in starting a vanpool program has numerous options. The company must decide how much it wants to be involved in the vanpool program. Employers may also wish to speak with a representative of a regional rideshare organization to determine the type of assistance and support available.

This section will help walk the employer through some guiding principles that will aid in the production of a successful vanpool program (USDOT, 1993).

1) Select a Vanpool Program Coordinator

The vanpool coordinator may be responsible for handling some or all program details. Even if the vanpool program is run by a third party vendor, an employer still must be familiar enough with vanpool operation to deal with any problems that may arise.

2) Organize a Vanpool Committee

The committee addresses company issues surrounding the vanpool. The extent to which the committee will deal with issues of finance, the van fleet, insurance, liability and others will depend on the type of program offered. By having a mix of people from different departments, the committee can best advertise and supply information surrounding the program to the entire workforce. The committee addresses questions such as:

- ▶ What would motivate people to vanpool?
- ▶ How much are people willing to pay?
- ▶ How much do we wish to spend?
- ▶ What will be the best schedule?
- ▶ Will we offer a vanpool benefit or subsidy?

⁴ For a comprehensive guide to insurance and liability coverage for vanpool programs, see the *Legal Research Digest*, "Successful Risk Management for Rideshare and Carpool-Matching Programs," available at www.nationalacademies.org

3) Identify clusters of potential vanpool riders

This can be done through office e-mails, posting “vanpool riders wanted” flyers, or tapping human resources for home address and zip code information. Rideshare organizations and third party vendors can typically produce density maps showing locations of all employers and best commuting routes.

4) Market the Vanpool Program

Contact potential riders to determine the interest in vanpooling. If response rate is seemingly positive, implementation can continue.

5) Decide What Type of Program to Offer

As described in Implementation Issues and Costs, there are different ways to organize and fund a vanpool program. Which one is best for a company depends on the level of involvement a company is most comfortable with. All else being equal, increased involvement increases time and money investments, but reduces total operating costs.

6) Buy or Lease a Vanpool Van

The type of program the employer implements will determine the next step. If an employer chooses to buy vans, it is important to ensure vanpool vehicles meet current specifications. Specs will vary from region to region. If the company has established a lease agreement, the vendor will usually be knowledgeable in the regional requirements. Employers should consider not only specs required by state and federal law, but also those that make vanpooling more comfortable and appealing to employees⁶.

7) Secure Insurance Coverage

An employer must have adequate insurance for the vanpool. The method of obtaining insurance varies with vanpool type (i.e., leased or owned) and by state. Van vendors typically provide insurance coverage for companies that lease vanpools. Otherwise, a company will either need to self insure or obtain coverage from an insurer specializing in vanpool risks.

8) Prepare Written Policy and Procedure Manual

The manual should answer every question that an employee could ask about a vanpool program. Each employer manual will be different, as there are literally hundreds of questions and policy variations that a company can address. Some examples include:

- ▶ Fare structure
- ▶ Payment periods
- ▶ Cancellation notice
- ▶ Wait time at stops
- ▶ Hours of operation
- ▶ Van ridership policy (could include eating and drinking policy, perfume, music, cell phone use, etc.)

9) Select Driver, Alternate Driver, and Complete Driver Qualification

States have different requirements enforced by law surrounding vanpool drivers. These should be researched before drivers are chosen. Employers may be involved with reviewing driving records, medical exams, and in the case of large fleets, even driver training. Many potential drivers may not have driven vans before, and driver training can familiarize them with handling requirements of large vehicles.

10) Begin Vanpool Service

As with many programs, the employers may wish to begin vanpool service on a trial basis before implementing a permanent program. The vanpool coordinator should also monitor the program to ensure that it is adequately advertised, that drivers and passengers are aware of their responsibilities, and to deal with any problems that may arise.

Employer Questions and Answers

The following questions might commonly be asked by an employer (e.g., a human resources administrator or business manager) interested in considering a vanpool program.

How difficult—and costly—is it to administer a vanpool program?

Costs and involvement will vary greatly depending on the type of program selected by a company. The primary costs are upfront start-up costs. After the vans are purchased or leased the company will see relatively low out-of-pocket costs. Rider fares should be calculated at a level that will cover monthly maintenance and supply costs. If an employer is allowing for a pre-tax deduction of fares from an employee's salary, savings can be seen in payroll taxes.

Cost reductions can also be realized through employee parking space reductions.

What amount of the employee fare should the employer provide?

An employer may subsidize any amount. The federal tax-free benefit for vanpool benefits, however, is currently limited to a maximum of \$105 per month. As a result, the employee and employer must pay taxes on the value of the benefit that exceeds the \$105 statutory limit. For example, if the employer provides the employee \$115 per month to put towards vanpool fares, \$105 is a tax-free fringe benefit, and the excess—\$10—must be included in the employee's wages for income and employment tax purposes.

How is vanpool fare determined?

Costs are determined by adding up all the costs involved with the program, then dividing by the number of riders (not including the driver, who generally rides for free). Costs include both those that are fixed (vehicle purchase price less depreciation, insurance, registration, and license fees or your monthly leasing cost) as well as operating costs (maintenance and fuel).

In order to attract riders, many companies do not set fares equal to costs, but subsidize a portion of employee fares. Subsidies, if any, will be based on what a company can afford, what employees are willing to pay, what a company hopes to gain in revenues, as well as the savings seen on parking and other drive-alone expenses.

What kind of commitment should participants be required to make?

Commitments can vary depending on the type of vanpool program an employer is implementing. Typically a 30-day notice prior to cancellation will give the company ample time to restructure program needs.

Does a vanpool need to provide door-to-door service?

No. Each vanpool group sets up its own rules. Some vans will provide door-to-door service. Most typically set and schedule a number of convenient pick-up points.

What are the responsibilities of the driver? How is the driver selected?

The driver is responsible for operating the vehicle, making scheduled stops, and arranging for the vehicle maintenance, fueling and fare collection. In return, drivers typically ride for free and may also be given a set number of miles per month that they can use the vehicle for personal business. The driver is usually the person who comes forward and agrees to take responsibility for the vanpool, in exchange for getting to ride free. Drivers should be screened for their driving history and safety record; in addition, some states require medical exams.

What do I do with empty seats on a van?

Empty seats typically mean less revenue. There may be periods where a rider may quit the program and a replacement cannot be found.

One option to offset this loss of revenue is to simply raise fares for the other riders. Typically this is a last resort. Increasing the fare to compensate for having one less rider will avoid any program cost increase to the employer, but may discourage other riders from continuing in the vanpool.

Some states, including California, Oregon, and Washington, have short-term subsidy programs that will cover the cost of an empty seat for an established period of time. This gives the vanpool coordinator a chance to find a replacement. If there are other employers in the vicinity, it may be possible to expand the market pool by establishing a cross-employer program.

What happens if the regular driver is not available to drive?

Each vanpool needs to have backup drivers to fill in when the regular driver is not able to drive due to vacations, sick leave, or travel/overtime commitments for work. If no driver is available for the van for a particular day, vanpool riders

typically coordinate carpools. Some vanpools have a number of drivers who rotate driving responsibilities; fares for these people are then discounted based on the number of days each person drives.

What is the best way to promote vanpool programs?

An employer has numerous options to inform employees about the benefits surrounding vanpools. Some of the more frequent methods include but are not limited to the following:

- ▶ Company orientation meetings for new employees
- ▶ Vanpool Committee meeting announcements
- ▶ Advertisements in places seen frequently by employees (cafeteria, garage, elevators, etc.)
- ▶ Distribution of program brochures (highlighting monetary benefits)
- ▶ Company newsletters
- ▶ Voicemail or e-mail broadcast
- ▶ Special promotional days (example: a “Pool Day” to encourage vanpooling)
- ▶ Company Web site

Employer Case Studies

The following five case studies of employer vanpool programs illustrate some of the issues and potential choices in implementing a vanpool program.

San Antonio, Texas—United States Automobile Association

USAA, an insurance and financial services firm, has run an extensive vanpool program since 1977. The program, which began with five vans at the firm's San Antonio headquarters, now has approximately 93 vans at five locations throughout the country. Ridership is currently at 1,020 employees. In San Antonio, there are approximately 825 participants in a total workforce of 15,000 (approximately 5 percent). All vans are owned and maintained by USAA. USAA owns two sizes of van: “maxi-vans” with a capacity of 15 passengers, and “mini-vans” with a capacity of seven passengers. Drivers are responsible for routine maintenance (fluid changes and tire pressure), but USAA personnel perform other maintenance.

Van drivers are selected from the regular workforce. Each van has a regular and a back-up driver responsible for daily operation. Potential vanpool drivers must submit their driving record, take a drug test, and participate in a one-on-one driver training program. Drivers must sign a Vanpool Program Participation Agreement. There is generally a waiting list to participate in vanpools as either a driver or passenger. Vanpools have reserved parking nearest the entrance. Although one of the perks of being a driver is use of the van during evenings and weekends, drivers must pay USAA the going IRS mileage reimbursement rate and may not use the vans to transport anyone other than immediate family members. Drivers receive a fuel card from USAA to cover the cost of gas; other maintenance needs are the responsibility of USAA fleet managers.

Most vanpools have two or three pick-up locations, most often churches or retail centers. USAA has formal agreements with landowners to use their parking areas for vanpool passenger parking. In some cases, passengers can pay a premium and be picked up at their homes. Although most vans are scheduled to depart USAA at 5:15 PM, drivers will call up to latecomers to determine if they are on their way, and wait up to 15 minutes. The program costs approximately \$500,000 annually.

The lowest passenger fares are \$17.75 every two weeks. Some vanpool vans—those that have the maximum ridership—allow for the drivers to ride for free. Fares are based on operating expenses, and vary by zone; all passengers within a zone pay the same fare, regardless of ridership on their particular van. Payments can be deducted directly from employees' paychecks. USAA vanpools in different cities charge different fares. Fares are reassessed on an as-needed basis, and the company also offers an emergency ride home program to vanpool participants.

The program is publicized annually, especially between May and October—during ozone season. Publicity events include a vanpool fair, media events, commercials on the in-house television system, and articles in company newspapers. The vanpool program distributes information regarding potential cost savings for participation in the vanpool, which is estimated at \$5,200 to \$7,100 per year. There are no parking cost savings, as USAA provides free parking to employees. However, the state of Texas allows a ten percent insurance discount to vanpool participants. The USAA vanpool program recently had their best safety record ever: two minor accidents in 1.7 million miles driven. USAA's driver training emphasizes safety and defensive driving, and all drivers and back-ups receive monthly e-mails with up to date traffic and or weather warnings keeping safety on their minds⁶.

⁶ All information provided is up to date as of February 1, 2005, by Raul Cantu, Support Service Coordinator, USAA Vanpool Administrator.

Puget Sound—The Boeing Company

Aircraft manufacturer Boeing employs approximately 55,000 people in the Puget Sound region, of whom 2,491 use the company's 288 vanpools to commute to and from work. The vanpool program has been in existence for over 50 years. Boeing does not subsidize the vanpool directly; however, Boeing gives all employees who take public transportation (bus, van, train) an incentive of up to \$25 monthly.

The 8, 12 and 15 passenger vans are owned by eight transit agencies: Pierce Transit, Intercity, Transit, King County Metro, Kitsap Transit, Community Transit, Skagit Transit, Island Transit and Whatcom Transit. Fees vary by transit agency and mileage driven. With the highest monthly fares approximately \$130 per month per person, these riders travel over 62 miles one way. Vanpool drivers may ride free. There are no parking fees at Boeing locations in Puget Sound.

All vanpool activity (maintenance, gas, insurance) is handled by the transit agency.

Drivers must have a good driving record and complete vanpool driving training given by the agency. Drivers are permitted a minimal mileage for personal use (usually about 40 miles per month.)

Passengers are picked up at centralized points, usually Park and Ride lots. As an additional incentive, vanpools have preferential parking at all Puget Sound locations.

Although Washington State has a commute trip reduction law that mandates all employers with over 100 employees have a trip reduction program, Boeing has had a program of some sort since the 1960's. Vanpool lists are kept up to date on the Boeing internal web, and drivers can list vacancies on that list. Bulletin boards are also available at all locations for posting openings. Wait lists are maintained by the drivers. Information events that promote vanpools are also held throughout the year.

(Wendy M. Weaver, Employee Transportation Administrator-Boeing.)

Chevy Chase, Maryland—GEICO Direct

GEICO, an automobile insurance company, has a Transit Incentive Program that includes the operation of eight vanpools. Approximately 80 employees participate in the vanpool program.

The 15-seat vans are owned by GEICO and driven by employees. When employees request permission to become a driver, they must allow GEICO to check their driving record, which reveals whether they have had tickets or accidents. Although technically spouses are not supposed to drive the vans, they must have a Motor Vehicle Record check as well, on the chance that they may drive the van in an emergency. Generally, however, drivers are not allowed to use the vans for personal travel on evenings or weekends. The only exception is for errands performed along their usual route. Each vanpool is required to have at least one back-up driver; most have several.

Vanpool drivers are responsible for keeping the van's gas tank full and cleaning the vehicle. All other maintenance work, including routine oil changes, is performed by GEICO's fleet maintenance personnel. Drivers are expected to report any maintenance needs to the fleet manager.

Vanpool drivers pick up their passengers at a central point, usually a park-and-ride or other commuter lot. In several cases, there is an agreement with a shopping center owner that passengers can park in one area of the parking lot. Although the vanpool does not pay the shopping center for all-day use, the incentive for the shopping center is that many passengers will shop there on their way home from work.

Vanpool passengers pay a rate of 5.1 cents per mile. For the longest-distance commuters, this works out to approximately \$40 every two weeks. Fees are deducted directly from the employee's paycheck on a pre-tax basis. Vanpool drivers do not have to pay. The main incentive for vanpoolers is that they are able to use the HOV lanes, avoid the wear and tear on their own vehicles, and relax if they are not driving. In addition, vanpools receive free preferential parking, closest to the building.

(Kelly Robertson Barba, January 2005.)

San Diego, California—University of California at San Diego

The University of California at San Diego (UCSD) has run a vanpool program since 1978. Faculty, staff, students, and nearby organizations are eligible. The program currently has 42 vans and a ridership of 297 people.

UCSD's Department of Transportation and Parking Services' Rideshare Division leases the 42, 8-passenger vans from Enterprise Rideshare. Drivers are responsible for filling the gas tank and reporting any potential problems to Enterprise Rideshare. The university is insured through Enterprise Rideshare.

UCSD utilizes employee vanpool volunteers to drive each van. UCSD must obtain a copy of the employee's driving record from the DMV, pass a DMV physical (paid for by UCSD), take a driving test given by DMV certified driving instructor at UCSD, and be approved by Enterprise Rideshare. Each van is allowed up to 4 drivers who usually ride for free. If driving duties are shared during the month, the drivers work out the savings between themselves.

Vanpool fees are based on distance and range from \$66 to \$119 per month, with most routes costing \$75 to \$85. The longest route is Temecula. UCSD staff and faculty can pay their vanpool fees via pre-tax payroll. Up to \$105 per month can be paid on a pre-tax basis. Vanpool fees are generally not much higher than parking fees, which range from \$53 to \$154 per month. All riders are given occasional use parking permits good for 30 days of parking per quarter in case there is a need to drive to campus.

Passengers are picked up in the morning and dropped off in the evening at designated points. Many of these pickup points are in retail areas, park-and-ride lots, or churches. Churches are generally very cooperative, since those lots are generally full only once per week.

Some challenges that the vanpool program faces are that it is difficult to convince people that they do not need to bring their personal car to campus. However, because of the 5 day free trial period, once people try the van they find ways to get around the need for a personal vehicle. Another problem is demonstrating to people that vanpooling is actually saving them money. After an employee factors in the cost of a monthly parking permit, fuel cost and automobile maintenance, the proof is usually obvious. The biggest problem facing the program is probably that of conflicting schedules. With such an array of work schedules within such a wide area (La Jolla main campus, Medical Center Hillcrest, Scripps Institute of Oceanography, the La Jolla Professional Building and the VA and Salk Institute,) it is sometimes very

difficult to find enough people coming from the same area with the same schedule.

Although there are challenges in administering a vanpool program, there are also benefits to being a member of a vanpool. As a vanpool rider, employees enjoy the convenience of riding instead of driving to work. This results in increased study time for student-employees, decreases personal auto maintenance expenses, lower personal auto insurance rates, less stress from driving, relaxation on the drive home, and maintaining relationships with other riders. Above all, vanpool participants have a hand in reducing environmental pollution.

UCSD's vanpool program is publicized through e-mail flyers, new student and employee orientations, and the riders/drivers themselves. In fact, the vanpool program receives more calls regarding vanpool availability due to word-of-mouth than any other marketing tool.

The UCSD vanpool program offers students and employees the option to get to campus in a more efficient manner. As a result, there is less of a strain on parking, an increase in personal time for riders, and fewer automobiles on the road causing congestion and pollution. All of these factors affect vanpoolers and the surrounding community in a positive way. UCSD hopes to continuously contribute to this effort in the coming years.

(Michael Benton, Vanpool Coordinator, Rideshare, UCSD, February 2005.)

Ann Arbor, Michigan—University of Michigan

One of the nation's Best Workplaces for Commuters since 2003, the University of Michigan-Ann Arbor is proving that being savvy in the use of commuter benefits can save money. By offering a comprehensive commuter benefits program, including exemplary transit benefits, the University has avoided building more than 1,300 parking spaces alone, saving nearly \$17 million in new parking construction expenses.

To ease the demand for parking, the school took a multi-faceted approach: free bus passes for all students and employees, subsidized vanpools managed by an outside expert, and a host of other supporting benefits.

The school's vanpool program is on the rise. Subsidized since 2001, the vans now take nearly 300 University employees to work every day, taking advantage of preferred parking spots on campus. In 2003, the University outsourced administration of the program to MichiVan, a subsidiary of VPSI, Inc. According to the University, MichiVan has strengthened the

program by beefing up marketing efforts and streamlining the vanpool matching service. The University believes the program will continue to improve and further alleviate the campus wide parking shortage. “I guess you could say we had seventeen million reasons why we made the right decisions,” said David Miller, Director of Parking and Transportation Services. “Thanks to the success of our bus pass, vanpool, and park-and-ride programs, our parking situation has improved over the past five years—despite our growing population.”

Services That Support Implementation

Rideshare Organizations

In addition to rideshare matching for carpool and vanpool programs, rideshare organizations can assist employers with other aspects of establishing vanpool programs, from helping employers decide which type of program is right for them to identifying third-party vanpool providers. Most types of assistance are provided free of charge. A list of regional rideshare organizations is included in Appendix A.

Local Governments and Transit Agencies

Services to help employers implement vanpool programs are provided by many regional and local government entities. Transit agencies, metropolitan planning organizations (MPOs), city and county transportation agencies, transportation management associations (TMAs), and transportation management organizations (TMOs) throughout the U.S. provide assistance to employers in starting and maintaining transportation demand management programs such as vanpools.

They often are a great source of information for employers about options to help implement a vanpool and local programs that support employer initiatives. An employer can decide to hire an organization to help establish a program, or simply obtain preliminary information.

Emergency Ride Home Programs

One of the barriers that prevents some employees from taking transit or a vanpool to work is the fear that they will not be able to get home quickly in the event of a personal emergency, such as picking up a sick child from school or working unscheduled overtime. Emergency Ride Home (ERH) programs provide commuters who regularly carpool, vanpool, bike, walk, or take transit to work with a reliable ride home when emergencies arise. ERH programs are generally considered a support program for broader programs such as vanpool. See the briefing paper on Emergency Ride Home Programs for additional information.

Park-and-Ride Lots

For potential vanpoolers who do not live in immediate proximity, a park-and-ride lot may be a good meeting place. The availability of park-and-ride lots may encourage vanpool drivers who would otherwise be inconvenienced by picking up and dropping off passengers at their homes. Vanpools can also work out parking arrangements with owners of other parking lots, such as shopping centers or churches.

Associations and Contacts

This section includes contacts for employers looking for additional information about setting up a vanpool program. For additional information on setting up a program for vanpool benefits, see the briefing paper on Tax Benefits.

Information Clearinghouses

Association for Commuter Transportation

1401 Peachtree Street, Suite 440

Atlanta, GA 30309

Tel: 678-916-4940

Fax: 678-244-4151

Act@act-hq.com

www.ACTweb.org

The Association for Commuter Transportation (ACT) is a membership organization that promotes commuter choice and transportation demand management. They sponsor annual conferences on commuting, and publish educational materials for employers.

National Transportation Demand Management

(TDM) and Telework Clearinghouse

Center for Urban Transportation Research

University of South Florida

4202 E. Fowler Avenue

CUT100

Tampa, FL 33620-5375

Tel: 813-974-3120

www.nctr.usf.edu/clearinghouse

The National TDM and Telework Clearinghouse is a compendium of research and information on TDM and telecommuting. TDM refers to a set of programs and policies that are designed to make the best use of existing transportation resources without additional infrastructure investment. Much of the Clearinghouse information is available electronically. The site contains information for employers interested in establishing trip reduction programs and commuter benefits.

Association for Metropolitan Planning Organizations

202-457-0710 x19

www.ampo.org/links/mposnet.html

Vanpool Companies

Many different vanpool companies operate in different parts of the country. Employers should contact their regional rideshare agency for information on specific operators available in a particular location

Emissions and Transportation Benefits

Reducing the frequency that commuters drive alone generates numerous benefits. Vanpool programs can be an effective way to reduce vehicle travel and associated problems: emissions of air traffic congestion, and high parking demand.

Each vanpool removes on average 13 cars from rush hour traffic. A study completed in Puget Sound, Washington, found that the city's 1,450 vanpools eliminate more than 11,000 vehicles and 22,000 driving trips every workday (WSDOT, 2000). This reduces the mileage traveled by single occupant vehicles by 2.7 million miles annually. One established vanpool has been found to remove up to 160,000 pounds of polluting emissions per year. Puget Sound's fleet of vanpools yields annual reductions in greenhouse gases of an estimated 63,475 tons. The more passengers in a vehicle, the lower the energy use and carbon dioxide emissions per passenger mile. For this reason, the carbon dioxide emissions resulting from a daily commute by vanpool are significantly lower than if commuting by car.

⁷ Example from: www.bwc.gov/employ/csparking.htm.

Appendix A

The following list contains links to commuter assistance programs throughout the nation, including transit systems, TMAs, and regional rideshare programs. They have been organized by city and/or service to ease your navigation.

American Association of State Highway & Transportation Officials (AASHTO) - www.aashto.org

American Public Transportation Association (APTA) - www.apta.com

Artery Business Committee TMA - www.abctma.com

Association of Metropolitan Planning Organizations - www.ampo.org

Commuter Check - www.commutercheck.com

Commuter Choice - www.commuterchoice.com

Central Houston, Inc. TMO - www.centralhouston.org/home/projectsprograms/mobility

Commuter Check Services Corporation - www.commutercheck.com

Enterprise Rideshare Vanpooling - www.vanpool.com

Hatling & Thomas Ltd. "A Leap in the Right Direction" - www.hatling.com/curbitspad.html

Institute of Transportation Engineers - www.ite.org

All Adds Up to Cleaner Air (U.S. DOT/EPA) - www.italladdsup.gov/

ITS America - www.itsa.orgMeadowLink - www.meadowlink.org

National TDM & Telework Clearinghouse - www.nctr.usf.edu/clearinghouse

OPTIMUM, Optimization of Planning Through Introduction of Mobility Management - www.optimum-interreg.net

Public Transportation Partnership for Tomorrow - www.publictransportation.org/pt2.html

Research & Support Program Clearinghouse - www.cutr.eng.usf.edu/tdm/

VPSI - Commuter Vanpools - www.vanpoolusa.com/

WageWorks - Your Full Service Commuter Benefits Plan - www.wageworks.com/commute

Alameda County, CA - www.grh.accma.ca.gov/grh/

Alexandria, Virginia - Alexandria Rideshare - www.alexride.org/

Arlington, VA - CommuterPage.com

Arlington, Va - CommuterDirect.com

Atlanta, GA - The Clean Air Campaign - www.cleanaircampaign.com/

Atlanta, GA - Clifton Corridor TMA - www.cctma.com/

Atlanta, GA - CobbRides - www.cobbrides.com/

Atlanta, GA - Commute Connections - Atlanta Regional Commission - www.commuterconnections.com/

Atlanta, GA - Commuter Club - www.commuterclub.com/

Atlanta, GA - Georgia Regional Transportation Authority (GRTA) - www.grta.org/

Beaverton, OR - Westside Transportation Alliance - www.wta-tma.org/

Bethesda, Maryland - North Bethesda Transportation Center - www.nbtc.org/

Capital District, NY - Commuter Register - www.commuter-register.org/

Colorado Springs, CO - Clean Air CampaignColorado Springs, CO - RIDEFINDER - www.springsgov.com/Page.asp?NavID=1212

Columbus, OH - Central Ohio Transit Authority - www.cota.com/

Columbus, OH - The Mid-Ohio Regional Planning Commission - www.morpc.org/comm

Coronado, CA - Coronado TMA - www.coronado.ca.us/TMA/tma.html

Dallas, TX - Dallas-Fort Worth TDM - www.dfwinfoc.com/trans/tdm/

Dayton, OH - The Miami Valley Regional Planning Commission - www.mvrpc.org/

Denver, CO - Ride Arrangers - www.drcog.org/ridearrangers

Denver, CO - Downtown Denver TMA - www.downtowndenver.com/

Detroit, MI - Rideshare, SEMCOG - www.semco.org/index.htmlFranklin/

Williamson County, TN - The TMA Group - www.tmagroup.org/

Folsom, CA - FRED TMA - Folsom, Ranchero Cordova, El Dorado - www.fredtma.org/

Fort Lauderdale, FL - South Florida Commuter Services - www.1800234ride.com/

Houston, TX - MetroVan Rideshare Services - www.hou-metro.harris.tx.us/METVAN.HTM

Hudson Co., NJ - Hudson TMA - hudsontma.org/

Irvine, CA - Irvine Spectrum Transportation Management Association - www.72share.com/

Johnson City, TN - Johnson City MTPO - www.jcmpo.org/

Kansas City MO Rideshare Program - rideshare.marc.org - rideshare.marc.org/

King of Prussia, Pennsylvania - GVF Transportation - www.gvftma.com/

Long Island, NY - Long Island Transportation Management, Inc. - www.litm.org/

Los Angeles, CA -- Midway Rideshare - www.midwayrideshare.com/

Los Angeles, CA - I HATE DRIVING.com - www.ihatedriving.com/

Massachusetts - TMAC - www.masscommute.com/

Mercer Co., NJ -- Mercer TMA - www.gmtma.org/

Michigan Department of Transportation - MichiganRideshare.org - www.michiganrideshare.org/

Minneapolis-St Paul, Minnesota - Metro Commuter Services - www.metrocommuterservices.org/

Missoula, MT - University of Montana Office of Transportation - www.umn.edu/asum/ot/

Monterey County, CA - Commute Alternatives/Ridesharing - www.ambag.org/

New Haven, CT - Rideworks - www.rideworks.com/

New Jersey (NW) -- TransOptions - www.transoptions.org/

New York City - Commuter Link - www.commuterlink.com/

Norfolk, VA - TRAFFIX, Southeastern Virginia (TDM) - www.traffixonline.org/

Phoenix, AZ - Valley Metro/RPTA - www.valleymetro.org/

Pittsburgh, PA - Airport Corridor Transportation Association - www.acta-pgh.org/

Pittsburgh, PA - CommuteInfo - www.commuteinfo.org/

Raleigh, NC - North Carolina DOT Public Transportation Division - www.dot.state.nc.us/transit/transitnet/

Redmond, WA - The Greater Redmond TMA - www.grtma.org/

Sacramento, CA - South Natomas TMA - www.southnatomastma.org/

Salem, Oregon - www.mvrideshare.net

San Bernardino County, CA - SB County Commuter Services - www.sbcounty.gov/commuterservices/

San Diego, CA - RideLink - www.sdcommute.com/

Santa Cruz, CA -- Santa Cruz Area Transportation Management Association - www.cruz-n-tma.org/

Santa Cruz County Regional Transportation Commission - www.CommuteSolutions.org - www.SCCRTC.org

San Joaquin/Stanislaus Co., CA - Commute Connection - www.commuteconnection.com/

San Luis Obispo, CA -- San Luis Obispo Regional Rideshare - www.rideshare.org/

Seattle, WA - Riderlink - transit.metrokc.gov/Southern California Rideshare - www.socalcommute.org/

Southern California ACT chapter - www.act-southernca.org

Stamford, CT - MetroPool - www.metropool.com/

St. Louis, Missouri - Ridefinders - www.ridefinders.org/

St. Paul, MN - Saint Paul Transportation Management Organization - www.saintpaulparking.com/

Tallahassee, FL - Commuter Services of North Florida - tmi.cob.fsu.edu/commute/

Tampa, FL - Bay Area Commuter Services - www.tampabayrideshare.org/

Tampa, FL - The Center for Urban Transportation Research - www.cutr.eng.usf.edu/

Tampa, FL - Transportation Research Board - Committee on Transportation Demand Management - www.cutr.eng.usf.edu/trb

Tucson, Arizona - Pima Association of Governments - www.pagnet.org/

Utah - TMA Utah - www.tmautah.org/

Vermont - Vermont Statewide Rideshare Program - www.vpta.net/

Washington DC - Commuter Connections - www.mwcog.org/commuter/ccindex.html

Westchester Co., NY - Smart Commute - www.westchester-gov.com/smartcommute

Wilmington, DE - TMA Delaware - www.tmadelaware.org/

Windsor, CT - The Rideshare Company - www.rideshare.com/

Provided by: Association for Commuter Transportation

References and Publications

American Automobile Association, Las Vegas, April 8, 2004. Contact: Jenny Mack

“The Cost of Driving” TDM Encyclopedia Victoria Policy Institute Updated November 11, 2003
www.vtpi.org/tdm/tdm82.htm

Association for Commuter Transportation. “Tax Benefits,” available at <www.ACTweb.org>.

TDM Case Studies and Commuter Testimonials.

Transportation Demand Management Institute of the Association for Commuter Transportation

Article, La Jolla, California—University of California San Diego, USCD Rideshare, Michelle Benton, Vanpool Coordinator, February 2005

San Antonio, Texas—U.S. Automobile Association: Information provided is up to date as of February 1, 2005, by Raul Cantu, Support Service Coordinator, USAA Vanpool Administrator.

Ann Arbor, Michigan—University of Michigan, David Miller, Director of Parking and Transportation Services.

RIDES for Bay Area Commuters. 1999. *Vanpool Driver Survey*, available at www.rides.org/lv2corner/vanpoolrpt/

Robertson-Barba, Kelly, GEICO Professional Recruiting Specialist, GEICO Employer Case Study updated January 2005.

U.S. Department of Transportation. 1993.

Vanpooling - *A Handbook to Help You Set Up a Program At Your Company*. Report: DOT-T-93-20, available at ntl.bts.gov/DOCS/NPO.html

Washington State Department of Transportation.

Winter, Philip L. and Francis Cleland. Undated. *Vanpool Pricing and Financing Guide*. Florida Department of Transportation Research Center, HPR Study No. 0873.

For More Information

This guidance document and other information about Best Workplaces for Commuters is available at <www.bwc.gov> or by calling the Best Workplaces for Commuters information request line at (888) 856-3131.

Acknowledgements

This document was originally prepared for EPA's Office of Transportation and Air Quality under contract 68-W6-0029, by ICF Consulting, and has been updated by U.S. Environmental Protection Agency staff and Eastern Research Group, Inc. under contract GS-10F-0125P. We would like to thank the various reviewers who provided comments and feedback on the document.

EPA 420-S-01-003
Updated October 2005



Visit www.bwc.gov • Call 888 856-3131 • E-mail bwc@epa.gov

